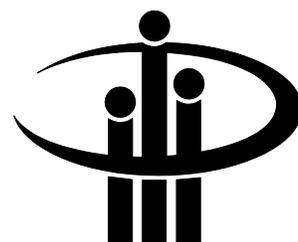


Metro Public Health Department – Nashville/Davidson County

Strategic Plan

2015-2020

People Creating Healthy Conditions Everywhere



Metro Public Health Dept
Nashville/Davidson County
Protecting, Improving, and Sustaining Health

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Letter from the Director

Dear Colleagues and Community Members:

As your local public health department, we are always working to protect, improve, and sustain health for everyone in Nashville. Echoing the words of Dr. Lentz, as Nashville grows and changes, our public health needs change, and our health department must grow and develop to serve our community's needs. Our new headquarters, completed in 2014, is symbolic of this change. This Strategic Plan reflects our commitment to the growth and change that we must accomplish in order to best serve our mission.



As a community we need to have a broad view of health and well-being and a consistent focus on prevention. Our health is shaped by determinants well beyond the health department and well beyond medical care. Safety, education, economic stability and opportunity, access to healthy food and places to be active all contribute to a healthy community. Opportunities for healthy living need to be everywhere, woven into the fabric of our city.

Improving community health is not something MPHD or any other single organization can do alone. Nashville's Community Health Improvement Plan (CHIP), developed by the Healthy Nashville Leadership Council with facilitation from MPHD, defines our community's strategic health priorities and sets forth a plan of action for MPHD and community partners.

Our vision statement, "people creating healthy conditions everywhere" comes into special focus as we describe where we want to be in 2020. First, we see healthy conditions created through excellence and continuous improvement in our delivery of public health services. Second, we see ourselves facilitating and supporting community efforts that make it possible for all Nashvillians to live healthier lives. Third, we see our organization always becoming a healthier and more positive place to work.

We are grateful for your support and commitment to a healthier Nashville!

Sincerely,

A handwritten signature in blue ink that reads "Bill Paul". The signature is fluid and cursive, written in a professional but personal style.

William S. Paul, MD, MPH, FACP

Director, Metro Public Health Department

Acknowledgement

Thank you to everyone who participated in the strategic planning process. Your energy, passion and commitment will help MPH D to continue to protect, improve and sustain the health and well-being of all people in Metropolitan Nashville.

Introduction

This Strategic Plan is the result of an inclusive planning process that assessed our organization in a changing community and an evolving public health environment. The plan describes our vision, mission, values and long-term foundational goals, as well as strategic organization-wide goals for the next five years with corresponding strategies and tactics.

The foundational goals reflect our ongoing commitments to the core capabilities and services of public health. The strategies and objectives for these goals are often addressed by mandate or contract, and measures and accountabilities specific to these areas will be addressed in the Strategic Business Plan and the Quality Improvement Plan.

Strategic organizational goals were developed through an assessment of our organization and its role within the context of changing community needs. The assessments included an analysis of the Department's Strengths, Weaknesses, Opportunities, and Threats (SWOT) as well as awareness of the four assessments that comprised the Community Health Assessment: Community Health Status; Community Themes and Strengths; Forces and Trends; and an assessment of our local Public Health System.

These goals reflect our focus on building organizational strengths and competencies as we strive to make progress on our foundational health goals, support the Community Health Improvement Plan, and fulfill a vital and changing role in protecting, improving, and sustaining health in Nashville.

About Metro Public Health Department

The Metro Public Health Department serves all of Davidson County, which in 2014 had 668,347 residents. The county includes urban, suburban, and rural areas. Metro Nashville is growing, both in population and in diversity.

The MPH D headquarters moved into the new 106,000-square-foot Lentz Public Health Center in July 2014; an environmentally-friendly facility designed with features that support sustainability and promote healthy living. The new health center is on a bus line, and has a quarter-mile outdoor walking track available to employees and community members. Beyond the headquarters, MPH D operates five additional sites that offer various public health services.

MPH D's workforce is comprised of approximately 475 highly diverse and skilled employees working in 46 programs. The organization is divided into a Director's Office and five bureaus (Administration, Community Health, Environmental Health, Communicable Disease and Emergency Preparedness and Population Health).

Vision

People Creating Healthy Conditions Everywhere

- We create healthy conditions everywhere in Davidson County through excellence and continuous improvement in public health service.
- We facilitate and support community efforts that make it easier for everyone to live a healthy life here.
- We cultivate a healthy organization and a positive place to work.

Mission

The mission of the Metro Public Health Department is to protect, improve and sustain the health and well-being of all people in Metropolitan Nashville.

Values

Professionalism: We are well trained, knowledgeable, capable, and focused. We strive for excellence and innovation. We are accountable.

Respect: We listen. We care about our customers. We care about one another. We are courteous, friendly, attentive, prompt, and effective in serving our customers, our partners and one another.

Integrity: We are honest, trustworthy and consistent. We are good stewards of the public resources in our care.

Dedication: We are passionate about providing excellent service. We are always available to protect the health and well-being of our customers and community.

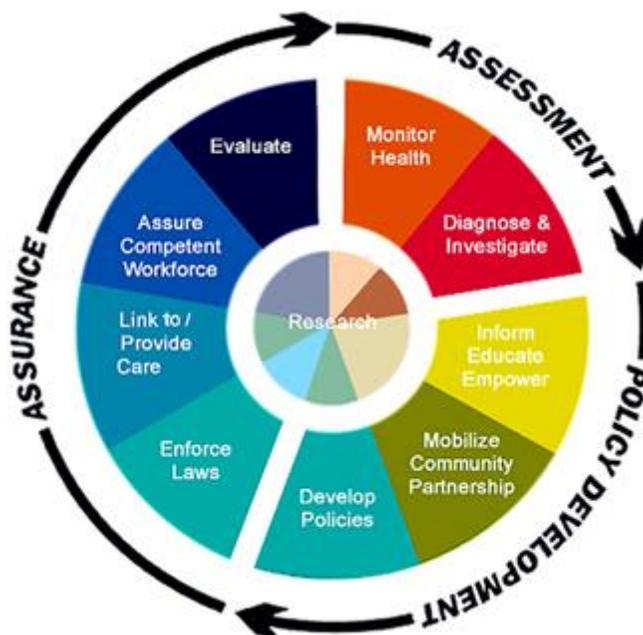
Equality: We value diversity in our managers, team members, customers, and partners. We treat our customers, our partners, and one another with fairness and impartiality. We accommodate the special needs of our customers. We strive to eliminate disparities and aim for equity and justice in health.

The 10 Essential Public Health Services

The 10 Essential Public Health Services describe the core of public health and detail the actions that public health departments across the nation must provide to ensure safe, healthy, and vibrant communities.

1. Monitor health status to identify and solve community health problems.
2. Diagnose and investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships and action to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure competent public and personal health care workforce.
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems.

Source: Center for Disease Control and Prevention



Prevention Pyramid

As we aim to improve health and wellbeing for everyone in Nashville, we must prioritize public health action that is grounded in data and that has the greatest return on investment. One paradigm that guides our decision-making is the Health Impact Pyramid, also known as the Prevention Pyramid.

Dr. Tom Frieden developed this pyramid as a framework for improving population health. Interventions toward the top of the pyramid require more individual effort and have smaller population impact. Interventions that address the bottom layer of the pyramid—the social and economic determinants of health—are more complex, require community effort yet have the potential to yield the biggest impact. Public health strategies that focus on long-lasting, protective interventions, such as immunizations, improving air quality and increasing access to healthy foods, help make the healthy choice the easy choice. MPHD uses this framework, as well as the data about interventions that are proven to work and input from community stakeholders, to prioritize and design public health strategies.





Foundational Health Goals

Foundational Health Goals

The Foundational Health Goals represent long term, ongoing commitments for MPHD. The great majority of the work our staff does every day aligns with one or more of these goals.

Provided below each goal are the population health indicators we are striving to improve and the core strategies we utilize to meet each goal. MPHD monitors the ongoing work through the department's Key Result Measures and utilizes our Quality Improvement Plan to identify and address areas to strengthen.

Improve and Sustain Family and Child Well-Being

Promote and Support Healthier Living

Create Healthier Community Environments

Prevent and Control Epidemics and Respond to Public Health Emergencies

Increase Access and Connection to Clinical Care

Foundational Health Goals

Improve and Sustain Family and Child Well-Being

The health and well-being of families and children are fundamental to overall population health. Experiences and exposures in early childhood have lifelong impacts on educational success, health, and wellbeing.

Indicators of Success

- Improved birth outcomes (e.g. decrease low birth weight and rates of infant mortality)
- Children protected from adverse childhood events
- Decreased number of unintended pregnancies
- Health conditions that are a barrier to learning for children are reduced
- Health status at every stage of life is improved

Strategy

Address child and family health broadly with culturally appropriate and evidence based interventions. Provide and link families with nutritional support and preventive services, and improve community systems of support and care.

Foundational Health Goal

Promote and Support Healthier Living

This goal represents public health action aimed at preventing and controlling chronic disease by promoting healthier eating, physical activity, and tobacco-free living. These three behavioral risk factors are the top contributors to premature deaths.

Indicators of Success

- Reduced tobacco use and exposure to tobacco smoke
- Decrease in obesity and increase in physical activity
- Reduction in illness, disability, and death from heart disease, stroke, lung disease, diabetes and cancer

Strategy

Focus on creating healthier places, prioritize strategies that make healthier choices easier at every stage of life through policy, systems and environmental change, and make healthier choices a real option for every community member by impacting laws, rules and environments that shape behavior.

Foundational Health Goal

Create Healthier Community Environments

Maintaining a healthy and safe environment is essential for quality of life in the community. MPHD works to protect and improve health by reducing environmental hazards and promoting healthier, safer environments throughout Nashville.

Indicators of Success

- Improved air quality
- Safer food environments
- Reduced contact with disease carrying pests
- Fewer animals running at large

Strategy

Provide education that both informs the public and empowers them to take action; monitor environmental conditions, investigate hazards, and enforce regulations to reduce health hazards; support collaborative efforts with other government agencies (e.g., Health in All Policies) to create and sustain healthy environments.

Foundational Health Goal

Prevent and Control Epidemics and Respond to Public Health Emergencies

Identifying, investigating, responding to, and quickly recovering from public health threats is critical for protecting our community's health, and is a central role for MPHD.

Indicators of Success

- Sustained high immunization rates to meet or exceed national standards
- Reduced incidence of communicable diseases
- Strong, swift, credible, and effective responses by the Department to outbreaks and public health emergencies

Strategy

Ensure accessible and convenient immunization services; provide surveillance, investigation, identification, and containment of infectious diseases and emerging health threats; and promote community resilience and community-wide preparedness for public health emergencies.

Foundational Health Goal

Increase Access and Connection to Clinical Care

Public health has a role in supporting the health care safety net, and we work to ensure that everyone has access to quality services for physical, behavioral, and oral health.

Indicators of Success

- Decreased rates of uninsured
- Improved access to preventive and longitudinal care for those in need

Strategy

Assist and support efforts to enroll people in insurance; connect those in need with medical homes; and strengthen safety net systems for primary care, behavioral health and oral health through advocacy and collaboration.



Strategic Organizational Goals

Strategic Organizational Goals

As a result of a collaborative, department-wide process, MPHD established five organizational goals with associated objectives and tactics that the department has committed to in order to fulfill our vision. The goals serve as our focal points for organizational change during the next several years and address equity, building a strong workforce, strengthening community partnerships, and improving departmental capacity and performance.

GOAL 1: STRENGTHEN AND SUPPORT THE PUBLIC HEALTH WORKFORCE

GOAL 2: STRENGTHEN ORGANIZATIONAL PERFORMANCE

GOAL 3: DEVELOP AND STRENGTHEN COMMUNITY COLLABORATION

GOAL 4: ADVANCE HEALTH EQUITY

GOAL 5: ENHANCE PUBLIC HEALTH COMMUNICATION

Strategic Organizational Goals

Strengthen and Support the Public Health Workforce

From onboarding to providing appropriate training; it is critical that MPHD develops and supports a diverse and skilled workforce at all levels of the organization.

Strategies

- 1.1 Implement hiring practices that recruit a diverse and qualified pool of applicants and ensure a workforce that reflects the diversity of the population we serve, with the skills and competencies necessary to perform the duties of the positions.
- 1.2 Promote a culture of mutual respect, collaboration, inclusive communication and transparency in decision-making.
- 1.3 Develop and implement appropriate trainings for all levels of public health professionals to strengthen their understanding of the organization and public health.
- 1.4 Develop leaders at every level within MPHD.

Key Tactics

- Revise Human Resource Hiring Practices and Manuals and implement New Employee Onboarding process.
- Conduct open, quarterly general staff meetings and monthly program staff meetings to improve internal, two-way communication.
- Implement a supervisor training series, a public health training series for all employees, and an annual employee in-service day.
- Create mentorship opportunities, promotional guidance, and an open process for filling committee or workgroup vacancies.

Strategic Organizational Goals

Strengthen Organizational Performance

To succeed in our mission, MPH D must align resources, strengthen financial support for public health, and constantly strive to meet and exceed the needs of our customers.

Strategies

- 2.1 Stabilize and improve the department's funding by improving performance in billing and grants management and by leveraging donations and partnerships where appropriate.
- 2.2 Increase use of current technology and identify emerging technology to enhance productivity and meet customer needs.
- 2.3 Create and support a culture of quality improvement and innovation.

Key Tactics

- Use clear processes to identify, secure funding, and successfully implement grants.
- Identify and facilitate development of appropriate opportunities for philanthropic support of public health strategies in Nashville.
- Become an in-network provider and develop a plan to further diversify revenue streams.
- Offer software trainings to staff, conduct a technology assessment and create a technology plan to improve delivery of public health services.
- Develop and implement a departmental quality improvement plan.

Strategic Organizational Goals

Develop and Strengthen Community Collaboration

As Nashville's health department, MPH D strives to be a reliable and trusted source of population and public health information. To be successful, MPH D must effectively serve as the backbone on some initiatives and be a strong partner on others while continuing to align public health resources with the community's needs and the Community Health Improvement Plan.

Strategies

- 3.1 Create opportunities to utilize common data with partners and the community.
- 3.2 Continually engage with partners and the community to assess, plan, implement and evaluate community health improvements.
- 3.3 Integrate prevention and population health improvement into medical care.

Key Tactics

- Align community health assessment processes and data, and improve the department's data use and sharing.
- Maintain and promote Nashville's Community Health Profile.
- Develop internal capability and guidance for engaging and collaborating with the community and our partners.

Strategic Organizational Goals

Advance Health Equity

Health is profoundly shaped by social factors, including a person's address, education, income, and the effects of historical discrimination. By fostering community understanding and strengthening effectiveness within our organization, we strive to address avoidable inequalities for all groups so that all people and communities feel empowered to achieve the highest level of health.

Strategies

- 4.1 Educate staff about the importance of health equity and the social determinants of health.
- 4.2 Engage multiple sectors of the community to prioritize and address health equity.

Key Tactics

- Create a Health Equity Report for Nashville and host community listening sessions on equity.
- Utilize 2015 Healthy Nashville Summit to prioritize health equity issues with community partners.
- Develop and implement a health equity training series.

Strategic Organizational Goals

Enhance Public Health Communication

As Nashville's public health department, MPHD strives to increase the understanding and knowledge of public health and the role that it plays in the daily lives of Nashville residents. Successful prevention is largely invisible, and it is a challenge to highlight invisible successes. This goal aims to highlight our valuable work and also to reach residents in all communities with relevant, helpful and actionable health information.

Strategies

- 5.1 Improve departmental visibility and recognition through consistent communications and branding.
- 5.2 Improve the ability of program staff to create concise, culturally competent messages appropriate for constituents and consumers of social media.
- 5.3 Develop and disseminate relevant and culturally competent messages targeting all communities, including those experiencing disparities in health outcomes and access to care.
- 5.4 Enhance MPHD presence on the web and in social media and other emerging channels.

Key Tactics

- Develop and implement a department-wide communications plan.
- Provide trainings to staff on public health communications and health literacy.
- Enhance program information flow so that achievements, data and issues of concern or interest to the media are more often recognized and reported to the Communication Office.
- Implement at least 2 public health messaging campaigns using multiple channels to promote departmental and/or CHIP goals.

Accountability

Accountability should be approached as a mindset—one that shapes our goals and actions and moves our organization to achieve excellence. Accountability is a cornerstone and guiding principle for our organization.

The following tools will be utilized to provide accountability, continual communication, and to evaluate the department's progress towards achieving the plan's goals.

Operational Plan

The objectives and tactics necessary to achieve the Organizational Goals of this strategic plan can be found within the operational plan. The operational plan also contains timelines and delegates responsibility for each objective and tactic.

Quarterly Review

The plan will be reviewed quarterly by the Strategic Planning Team and updates will be provided to MPHD Leadership.

Annual Report

MPHD's annual report will summarize and capture progress on the Strategic Plan. The annual report will be shared with the Board of Health and all MPHD staff.

Quality Improvement Plan

Our Quality Improvement Plan will provide the framework for identifying opportunities for improvement in the department by monitoring the implementation of the department's strategic plan and its Key Result Measures.

Community Health Improvement Plan

The evolving nature of health threats requires us to constantly update our responses. A hundred years ago Americans were most likely to die of pneumonia or the flu. Now most of us are felled by chronic diseases linked not to a germ, but to the places and the ways we live.

Aligning an entire community's responses to meet these more subtle but equally dangerous threats cannot be done effectively in isolation. It requires a collective appreciation of the problem, and a community-wide embrace of the solutions.

In Nashville the planning body for improving the community's health is the Healthy Nashville Leadership Council (HNLC). The 18-member Council is appointed by the mayor and charged with assessing the health status and quality of life for Davidson County residents, the health delivery systems available to them, and the forces that push our health for either the better or the worse.

To improve our health we first have to know what it looks like now. The Council's Community Health Assessment does that, establishing the current baseline for Nashville's health. The big questions then are, where do we want to go, and how do we get there? In 2014 the Council completed a Community Health Improvement Plan designed to answer both. Thousands of Nashvillians offered their insights and expertise to guide their community to a more healthful place. And it is for the community to respond. Everyone can help.

Based on its Community Health Assessment, the Council identified three priority issues for Nashville to pursue on its way to this vision. The [Community Health Improvement Plan](#) provides the roadmap.

During lifespan of the Community Health Improvement Plan, the Healthy Nashville Leadership Council will be responsible for recruiting partners, monitoring and reporting on the implementation of the Community Health Improvement Plan.

Community Health Improvement Plan

Issues and Goals

Advance Health Equity

- Develop better systems to support all individuals to achieve their optimum level of wellness
- Ensure a strategic focus on communities at greatest risk for health inequities

Maximize Built & Natural Environments

- Increase active transportation options and utilization
- Improve and protect the quality of air, land and water

Support Mental & Emotional Health

- Provide individuals and families with the support necessary to maintain positive mental well-being
- Promote positive parenting and violence free homes

For a complete listing of objectives supported by MPHD in the CHIP [click here](#).

Conclusion

MPHD stands firm in the belief that to sustain success with our foundational goals and to make significant strides in the health and well-being of the community; we must continually improve our organization's workforce and performance, and continually engage community partners to address our community's health needs. The Strategic Plan is a dynamic document, which will be reviewed annually and updated as needed. Our organization is committed to achieving the goals and objectives outlined in the Strategic Plan and to creating healthy conditions for the residents of our community.

Appendix

MPHD's Strategic Planning Process

MPHD utilized the National Association of County and City Health Officials (NACCHO) model to develop the priority issues for the department. This model supports the alignment of MPHD's strategic plan and planning process to the Public Health Accreditation Board (PHAB) Accreditation requirements.

The planning process began in January 2014 and concluded with the Board of health adopting the plan in June 2015. During this process, facilitated discussions were conducted with staff from executive level to front line to conduct the SWOT analysis of the department and develop the strategic issues, goals and strategies of the plan. MPHD's Board of Health was engaged by providing input at their monthly meetings and by their final approval of the plan.

Strategic Planning Timeline

February 21, 2014: Development of MPHD's Strengths, Weaknesses, Opportunities and Threats (SWOT) document. MPHD's strategic planning leadership group, consisting of executive management, program directors, and front line staff, reviewed key documents and information and used a facilitated discussion to identify the department's strengths, weaknesses and external opportunities and threats.

March 7, 2014: A follow-up dialogue was held that reviewed the department's SWOT and identified the four priority issues that are the focus of the department's plan.

March 13, 2014: MPHD staff met with Board of Health members to provide an update on the plan and gather input from the Board members.

April 11, 2014: MPHD's Strategic Planning Committee developed potential goals and strategies for each of the priority issues identified.

June 2014: All MPHD staff were surveyed and asked to rank each potential strategy in order of importance.

July 2014: Program managers were surveyed to garner feedback on how their work unit (division/program) could address the strategies that supported the Plan's goals.

April through October 2014: MPHD's Strategic Planning Team facilitated eleven sessions with leadership and staff to refine the goals and then develop strategies, objectives and tactics for each goal.

December 2014 through May 2015: MPHD's Strategic Planning team met the Executive Management Team to review and revise the plan.

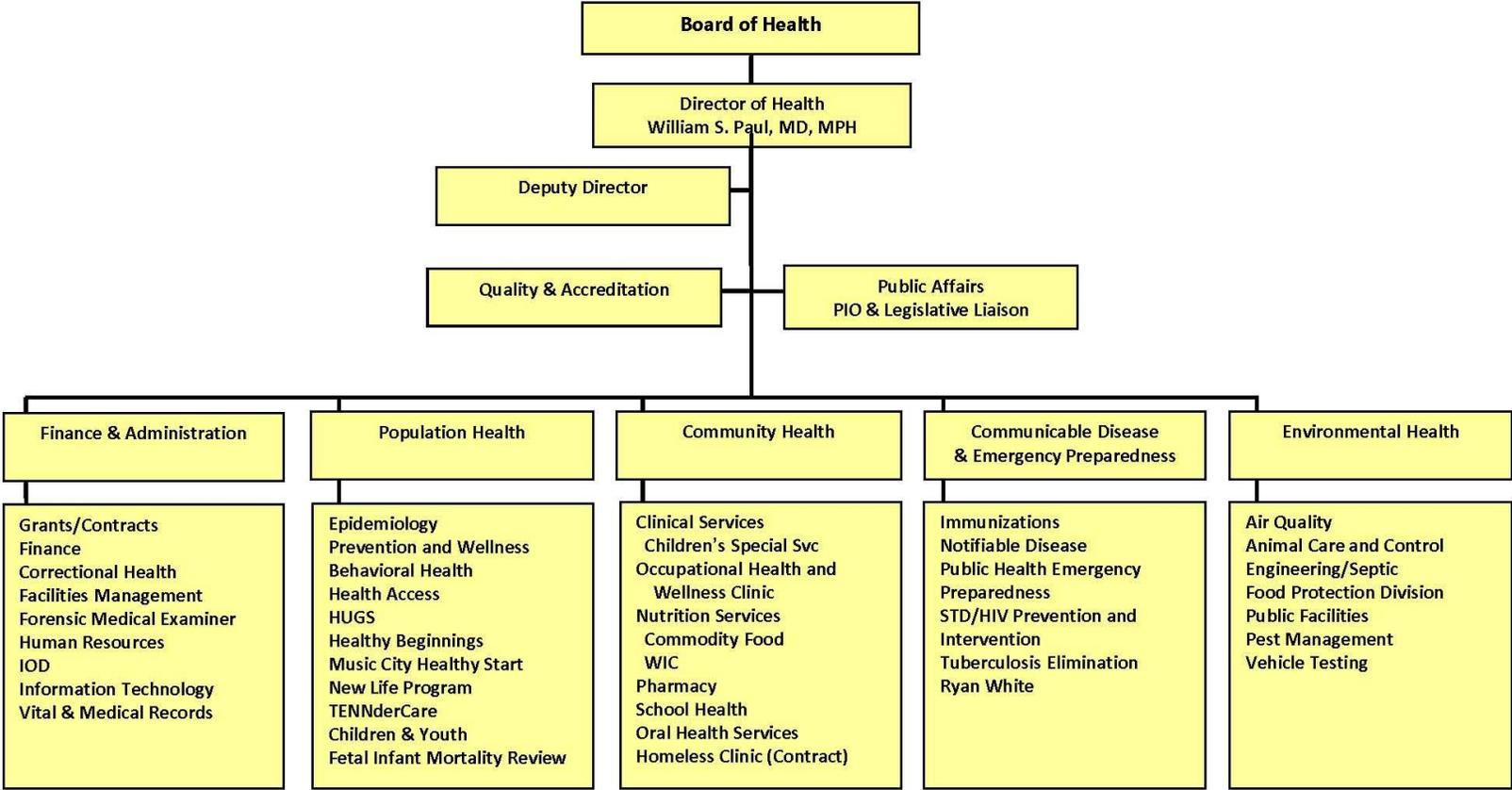
May 2014 through June 2015: MPHD’s Strategic Planning team met the Executive Management Team to finalize the Operational Plan which supports the Strategic Plan by defining objectives, tactics, timelines and accountability.

January 2015 through June 2015: MPHD’s Board of Health reviewed drafts of the plan, provided input, and ultimately, adopted the Strategic Plan.



MPHD SWOT Analysis

Organizational Chart — July 2014



Approved by the Board of Health on February 13, 2014

PROFESSIONALISM RESPECT INTEGRITY DEDICATION EQUALITY



Linkage of CHIP and MPHD Strategic Plan

